

AREA Mount Shasta	DIVISION Northern	NUMBER 146
EVALUATED BY Sgt. Annie Garcia #14578		DATE 02/16/2010

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE	
FOLLOW-UP REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		COMMANDER'S REVIEW Will. Wallace LT.	DATE 3/26/10
BY			

1. GENERAL

EVALUATED Yes	ACTION REQUIRED No	CORRECTED N/A
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- a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No
- (1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No
- (2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No
- b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No
- (1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No
- (a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No
- c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No
- (1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No
- (2) Do employees initiate their own career development plan? ☒ Yes ☐ No
- (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)

EVALUATED No	ACTION REQUIRED No	CORRECTED N/A
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- a. What are the commander's plans for developing Area lieutenants?
- (1) Are the plans in writing? ☐ Yes ☐ No
- (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☐ Yes ☐ No
- (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☐ Yes ☐ No
- (a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☐ No
- (b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☐ Yes ☐ No
- (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☐ Yes ☐ No

AREA MANAGEMENT EVALUATION**SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility?

☐ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility?

(b) Are the lieutenants submitting completed staff work?

☐ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system?

☐ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments?

☐ Yes ☐ No

b. Are lieutenants given freedom to manage their respective operations?

☐ Yes ☐ No

(1) Are the lieutenants effective supervisors?

☐ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors?

☐ Yes ☐ No

(3) Are the lieutenants well-organized in their work?

☐ Yes ☐ No

(a) Do they maintain files to assist in evaluations?

☐ Yes ☐ No

(b) Do they plan and make effective use of time?

☐ Yes ☐ No

(c) Do they work closely with subordinates?

☐ Yes ☐ No

(d) Do they foresee problems and plan for them?

☐ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority?

☐ Yes ☐ No

3. SERGEANTS

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

N/A

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood?

☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities?

☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time?

☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills?

☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates?

☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates?

☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? See attachment.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?

☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved?

☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?

☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?

☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?

☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs?

☒ Yes ☐ No

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(a) Are sergeants conducting ride-alongs as required? ☒ Yes ☐ No

(b) How are ride-alongs documented? Ride-alongs are documented on the CHP 100 form and Post Perishable Skills form.

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? ☒ Yes ☐ No

(a) How is courtroom observation documented? The CHP 100 form is utilized to document courtroom observations.

(b) Has courtroom procedures/testimony training been provided for officers? ☒ Yes ☐ No

(7) What policy does Area have for review of reports? See attachment.

(a) How often do sergeants review and, if necessary, discuss reports with officers? On a daily basis, as needed.

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors? ☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents? ☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel? ☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents? ☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.) ☒ Yes ☐ No

Fatal and major injury collisions, unusual incidents, and upon request.

(c) What role do sergeants assume at accident scenes? See attachment.

(d) Are sergeants aware of MAIT call-out criteria? ☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? On a daily basis as needed.

(9) Are daily briefings held for each shift? ☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control? ☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference? See attachment.

(c) How are special duty officers briefed? By regular attendance at shift briefings, and continual review of the briefing book and MIS updates.

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Sergeant's utilize the CHP 112 and individual planning calendars.

(11) Do sergeants participate in Public Affairs activities? ☒ Yes ☐ No

(a) Have they received public speaking training from their commander? ☒ Yes ☐ No

(12) Do newly promoted or transferred sergeants receive proper orientation? ☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment? ☒ Yes ☐ No

(a) How do sergeants keep current on additions or revisions to policy? The Commander discusses changes during staff meetings, along with review of policy revisions and current policy on the Intranet, and reading MIS updates.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.? ☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates? ☒ Yes ☐ No

4. OFFICERS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED
N/A

a. Does Area have a formal orientation training program? ☒ Yes ☐ No

(1) Does a supervisor oversee this program? ☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training? ☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified? ☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program? ☒ Yes ☐ No

(1) Has an effective training program plan been developed? ☒ Yes ☐ No

(a) Does it reflect both current and future needs? ☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs? ☒ Yes ☐ No

(c) Are plans regularly updated? ☒ Yes ☐ No

(2) Who is responsible for training? See attachment.

(a) Is this person effective? ☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled? ☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled? ☒ Yes ☐ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? References and recommendations by other CHP Area's and Allied Agencies.

(3) What methods are used by Area to establish training needs? Discussions at Area Training Days, staff meetings, and Occupational Safety meetings, along with requests made by Area personnel. Department mandates are implemented whenever required.

(a) Do training topics appear relevant? ☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis? ☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? Area Commander, Sergeants, and the Training Officer.

(1) Are all officers proficient with cameras? ☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs? ☒ Yes ☐ No

(b) Is refresher training provided periodically? ☒ Yes ☐ No

(c) Who reviews photographs when they are returned? The AI Review Officer and clerical staff.

(d) Is a specific individual responsible for camera maintenance? ☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training? ☒ Yes ☐ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual? ☒ Yes ☐ No

(3) Are there any special needs in the Area? (see attachment) ☒ Yes ☐ No

(a) If so, has any special training been provided in those areas? ☒ Yes ☐ No

(4) Are all officers currently certified in CPR? ☒ Yes ☐ No

(a) Is annual training conducted on schedule? ☒ Yes ☐ No

d. Is one specific person responsible for training records? ☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area? ☐ Yes ☒ No

(2) If a training chart is not used, what type of system is utilized by the Area? ETRS Database.

(3) Are In-Service training records complete and current? ☒ Yes ☐ No

(a) Have officers new to the Area been added to the records? ☒ Yes ☐ No

(4) Are records of individual officers current? ☒ Yes ☐ No

5. NONUNIFORMED

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED
N/A

a. What special training has been planned for nonuniformed employees? Training is planned on an as needed basis.

b. Is there a planned orientation for new employees? ☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized? ☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"? ☒ Yes ☐ No

6. EVALUATION PROCESS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED
N/A

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? See attachment.

(1) Are evaluation assignments equitable? ☒ Yes ☐ No

(2) Are evaluations done on schedule? ☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? Utilizing the CHP 112, CHP 2, Commendations, and e-mail.

b. What records do the supervisors keep on the employees they supervise? CHP 100 forms, CHP 2, commendable letters and e-mails from the public, and Commendations.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes.

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

7. INTERIM REPORTS

(see attachment)

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

N/A

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

8. INCIDENT REPORTS (CHP 2)

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

N/A

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Supervisors, with the Commander's approval.

(2) How are they filed? They are filed in the employee's personnel folder after review by the employee.

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(3) Are they available for supervisor's review? ☒ Yes ☐ No(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? ☐ Yes ☐ No (see attachment)b. Are incident reports properly worded? ☒ Yes ☐ No(1) Do they state the subject in plain, concise language? ☒ Yes ☐ No(2) When appropriate, do they set goals and provide meaningful direction? ☒ Yes ☐ No(3) Do they accomplish their purpose? ☒ Yes ☐ Noc. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report? ☒ Yes ☐ No**9. ATTITUDES AND DISCIPLINE**

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

N/A

a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? See attachment.

(1) Do officers feel their work is a valuable contribution to the departmental operation? ☒ Yes ☐ No(2) Are there frustrations in their work? ☒ Yes ☐ No

(a) How can these frustrations be reduced? Special attention is taken to ensure employee complaints are addressed and corrected when possible.

(3) Are employees familiar with recent changes in policy or procedure? ☒ Yes ☐ No(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? ☒ Yes ☐ No(5) Do all employees get along well? ☒ Yes ☐ No(6) Are there problem individuals? (see attachment) ☒ Yes ☐ No(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? ☒ Yes ☐ Nob. Is there a positive motivation force present in the squad? ☒ Yes ☐ No(1) Is a climate created so that individuals want to do a good job? ☒ Yes ☐ Noc. Are the grievance and complaint procedures understood by all supervisors and employees? ☒ Yes ☐ No

(1) How do supervisors feel about the procedures? See attachment.

(2) If there has been a recent case filed, was it handled successfully? ☒ Yes ☐ No(a) If no, did it properly proceed to the next appropriate level? ☒ Yes ☐ No(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual? ☒ Yes ☐ No

SUBJECT: Supervision and Training

DATE: 02/16/2010

SECTIONS	COMMENTS
Sergeants - 3.a.2.a	Career development programs are made available for all interested employees who express such a desire. Sergeants assist officers who express an interest in career development or promotional preparedness. During the previous sergeants' promotional process, one Area officer successfully passed the promotional process and was assigned the Tracy Area. Recently, one officer expressed an interest in promoting. The officer went through the entire promotional process, but did not score high enough to make the sergeants' list.
Sergeants - 3.a.7	Sergeants review all arrest reports and significant traffic collision investigations. Sergeants review all CHP 415's and CHP 202D's to ensure accuracy and completeness. Comments on both a mid-month and monthly basis on CHP 100 forms are made as a matter of routine, in addition to those incidents which exceed standards or are of a significant nature. Supervisors review matrix reports when performing evaluations (CHP 118) and determining priorities for beat assignments and vacation slots. Sergeants attend all briefings, discuss current events, and impart operational information. They also use the briefing forum to foster a team identity and solidarity with the officers.
Sergeants - 3.a.8.c	Sergeants serve as overall scene managers assuming incident command when applicable, ensuring the scene is safe, and ensuring the investigating officer has all the necessary resources available.
Sergeants - 3.a.9.b	Briefing items are documented on the CHP 160 and are maintained in a three-ring binder (specifically marked) in the briefing room. They are logged and chronologically numbered and indexed. Additionally, they are initialed by each supervisor and/or officer after being reviewed. The training sergeant purges the briefing book periodically. Dated briefing items are kept and available for archival purposes.
Officers - 4.b.2	The Mount Shasta Area has a strong, viable training program. Sergeant Battle, #13614, is the training supervisor. Officer Susan Withers, #17978, is the Area's training officer. Both have been trained by the Academy and Northern Division for the various tasks and responsibilities for which they have been assigned.

SUBJECT: Supervision and Training

DATE: 02/16/2010

SECTIONS	COMMENTS
Officers - 4.c.3	Mount Shasta Area has specialized training needs due to the severe weather conditions it sustains during winter months. As a result, new officers are given specific orientation regarding snow and ice driving.
Evaluation Process - 6.a	Evaluation assignments to allow sufficient supervision of officers and non-uniformed personnel are equitable. The Area supervisors revisit supervisory responsibilities on an as needed and annual basis at the calendar year's first staff meeting. Evaluations are realistic, objective and meaningful. Area supervisors are consistent in the rating process. Personnel matters are regularly discussed amongst the management team so that all are aware of ongoing events or issues impacting the Mount Shasta Area.
Interim Reports - 7	There hasn't been a need to place any of the Area's employees on interim reporting during the past rating period. Most of the Area supervisors, as well as the Area Commander, have utilized the interim reporting process, or are sufficiently familiar with it, having served in other commands. They are familiar with the progressive discipline process, the need to set objectives, controls, and follow-up to adequately address all issues particular to this process. Should an employee be subject to interim reporting, all Area supervisors are capable of initiating this process in conjunction with the approval and guidance of the Area Commander.
Incident Reports (CHP 2) - 8.a.4	Local controls for the issuance of incident reports are reasonable. Incident reports may be issued by any uniformed supervisor, non-uniformed supervisor, or the Area Commander. The Area Commander is always apprised prior to the issuance of either a commendable or censurable incident report.
Attitudes and Discipline - 9.a	The Mount Shasta Area personnel do not have any apprehension in performing their required duties. The officers view their work as a valuable, necessary contribution to the overall effectiveness of the departmental operation. The Area promotes a team spirit which is demonstrated through training day barbeques and office functions, along with an appropriate measure of levity during these and other functions, primarily during briefings.

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DATE: 02/16/2010

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STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT

Page 1 of 2

Command: Mount Shasta	Division: Northern	Chapter: 7
Inspected by: Sgt. Annie Garcia		Date: 02/16/2010

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans. A CHP 51 Memorandum may be used if additional space is required.

TYPE OF INSPECTION <input type="checkbox"/> Division Level <input checked="" type="checkbox"/> Command Level <input type="checkbox"/> Executive Office Level		Total hours expended on the inspection: 4 Hours	<input type="checkbox"/> Corrective Action Plan Included <input checked="" type="checkbox"/> Attachments Included
Follow-up Required: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Forward to: Northern Division Due Date: 05/10/2010		
Chapter Inspection: Chapter 7 – Supervision and Training			
Inspector's Comments Regarding Innovative Practices:			

Mount Shasta Area has not implemented any innovative practices warranting departmental consideration.

Command Suggestions for Statewide Improvement:
Mount Shasta Area had no suggestions for statewide improvement.

Inspector's Findings:
Mount Shasta Area is currently operating with two sergeants. The third sergeant has a reporting date of May 15, 2010.

Commander's Response: <input checked="" type="checkbox"/> Concur or <input type="checkbox"/> Do Not Concur (Do Not Concur shall document basis for response)

Inspector's Comments: Shall address non concurrence by commander (e.g., findings revised, findings unchanged, etc.)

None.

STATE OF CALIFORNIA
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Command: Mount Shasta	Division: Northern	Chapter: 7
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Required Action
Corrective Action Plan/Timeline

None.

<input type="checkbox"/> Employee would like to discuss this report with the reviewer. (See HPM 9.1, Chapter 8 for appeal procedures.)	COMMANDER'S SIGNATURE <i>Will. Webb</i> <i>LS</i>	DATE <i>3/26/10</i>
	INSPECTOR'S SIGNATURE <i>Annie Garcia #14578</i>	DATE <i>02/17/2010</i>
<input checked="" type="checkbox"/> Reviewer discussed this report with employee <input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do not concur	REVIEWER'S SIGNATURE <i>[Signature]</i> <i>ATCHIE</i>	DATE <i>4/8/10</i>

Memorandum

Date: March 26, 2010

To: Northern Division

From: **DEPARTMENT OF CALIFORNIA HIGHWAY PATROL**
Mount Shasta Area

File No.: 146.11674.I:Memos.Chapter7

Subject: CHAPTER 7 - AREA MANAGEMENT EVALUATION - SUPERVISION AND
TRAINING

As directed, the Mount Shasta Area recently completed a Chapter 7 – Area Management Evaluation on Supervision and Training. The Evaluation report and Exceptions document are attached for your review and approval.

If you have any questions, please do not hesitate to call me at (530) 926-2627.



WILLIAM WEDDERBURN, Lieutenant
Commander